

Secure Commonwealth Strategic Plan



2009

SECTION I. INTRODUCTION

INTRODUCTION

The Commonwealth of Virginia has worked hard to make all-hazards preparedness a top priority since the terrorist attacks of September 11, 2001, and subsequent disasters both locally and nationally. In 2002, Governor Warner established the Secure Virginia Initiative, subsequently renamed the Secure Commonwealth Initiative. As outlined in Executive Order 07, this Initiative states:

The Secure Commonwealth Initiative is charged with ensuring a safe, secure and prepared Virginia by developing and overseeing a coordinated prevention, preparedness, and recovery strategy for natural and man-made disasters and emergencies, including terrorist attacks, that encompasses federal, state, local, and private entities and the citizens of the Commonwealth.

Virginia is continually building upon the foundation established by this Executive Order, devoting as many resources as possible to the development of capabilities that will sustain a robust all-hazards preparedness program. The following Secure Commonwealth Strategic Plan for Virginia focuses on fourteen critical goals and the related objectives and implementation steps. The goals are tied closely to the National Priorities and the Target Capabilities List. They also reflect a continuation of the vision set forth in previous years, so that existing programs can be further strengthened in upcoming years.

In addition, the information within this Strategy draws from a wide variety of sources, including the 2008 State Preparedness Report, 2007 Annual Report on the Virginia Strategic Plan for Statewide Communications Interoperability, the Virginia National Incident Management System Cast, and the Virginia Enhancement Plan (as amended in March 2007). Firsthand information was also gathered from multiple stakeholders from each of the seven homeland security regions across the Commonwealth, as well as key leaders in the Secure Commonwealth Panel and Commonwealth Preparedness Working Group.

The Commonwealth is acutely aware of the tremendous responsibility set forth in this Strategy and is striving to achieve the highest levels of preparedness and responsiveness possible for all emergency and disaster situations.

PURPOSE

The Secure Commonwealth Initiative is designed to ensure a safe, secure and prepared Virginia by developing and overseeing a coordinated prevention, preparedness, response and recovery strategy for natural and human-caused disasters and emergencies including terrorist attacks that encompass local, state, federal and private partners and the citizens of the Commonwealth. The Strategic Plan outlines suggested preparedness strategies for future local and state governments and focuses on the following specific goals (note these goals are not listed in order of priority).

- Goal 1:** Strengthen medical surge capability for situations that overwhelm local resources (and situations where external resources are not yet available).
- Goal 2:** Enhance capability to effectively respond to Chemical, Biological, Radiological, Nuclear and Explosive in a coordinated effort to protect the public.
- Goal 3:** Improve communications (operable and interoperable) to align with the State Communications Interoperability Plan and ensure active participation by all relevant stakeholders.
- Goal 4:** Develop an information sharing system that includes federal, state, local, volunteer and private partners in support of a comprehensive Common Operating Picture for emergency management applications.
- Goal 5:** Take all actions possible to prevent terrorist acts against the people and infrastructure of the Commonwealth.
- Goal 6:** Develop an intelligence-driven policing model that incorporates local, state, federal, private and public stakeholders.
- Goal 7:** Support Virginia institutions of learning as they undertake an all-hazards approach to disaster management.
- Goal 8:** Increase the number of Virginians who are prepared for natural and human-caused emergencies.
- Goal 9:** Provide homeland security (Homeland Security Exercise and Evaluation Program) compliant training, education, exercises and professional development opportunities for responders.
- Goal 10:** Enhance Critical Infrastructure and Key Resources protection and resiliency to ensure that government missions, state services and economic functions are maintained.
- Goal 11:** Continue promoting National Incident Management System compliance for homeland security initiatives in the Commonwealth of Virginia.
- Goal 12:** Continue development and enhancements of mass care capability to facilitate statewide preparedness and response for all-hazard events.
- Goal 13:** Continue to enhance catastrophic evacuation and reentry planning (leveraging and continuing the efforts of Hampton Roads and the National Capital Region).
- Goal 14:** Enhance ability to inform citizens prior to and during times of emergency.

Goal 15: Enhance inter- and intra-state collaboration to respond to natural and human-caused emergencies.

VISION

The Commonwealth of Virginia's vision for homeland security is a Virginia where its citizens, communities, businesses and governments are safe, secure, prepared and informed.

FOCUS

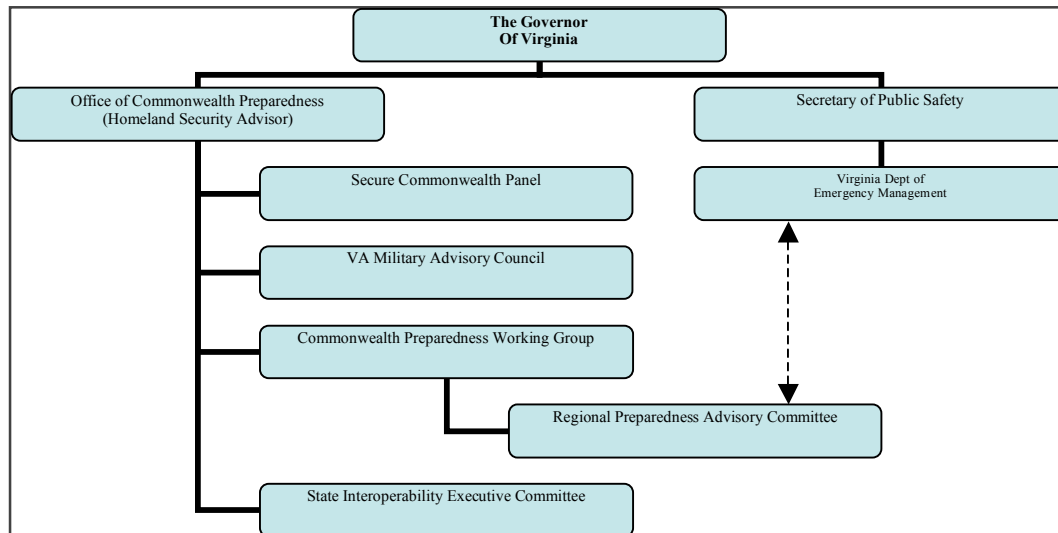
The following Strategy takes an all-hazards approach and is inclusive of all four mission areas: prevention, preparedness, response and recovery. Each identified goal is clearly linked to one or more of the seven National Priorities. Based on recent funding allocations and homeland security initiatives, Virginia is also focusing on the following primary target capabilities:

- Planning
- Interoperable Communications
- Community Preparedness & Participation
- Intelligence/Information Sharing
- Law Enforcement Investigation & Operations
- Chemical, Biological, Radiological, Nuclear and Explosive Detection
- Explosive Device Response Operations
- Weapons of Mass Destruction/Hazardous Materials Response
- Critical Infrastructure Protection
- Onsite Incident Management
- Critical Resource Logistics & Distribution
- Emergency Public Information & Warning
- Medical Surge
- Mass Prophylaxis
- Mass Care

Each objective, and the related implementation steps, has been designed to support this overarching framework and focus on priorities and target capabilities that are of particular significance to the Commonwealth.

COORDINATION

The Commonwealth of Virginia governance structure is as follows:



The **Office of Commonwealth Preparedness (OCP)**, *Code of Virginia* §2.2-304, coordinates all agencies involved in Virginia’s homeland security efforts (including prevention, vulnerability reduction, response and recovery). This office reports to the Governor and works with federal, state and local officials, as well as the private sector, to develop well-coordinated all-hazards preparedness strategies and plans. The OCP staff help facilitate communications between the Governor, local governments and first responders regarding policy issues of emergency prevention, preparedness, response and recovery planning. In particular, the OCP focuses on continuity of operations planning, interoperability, National Capital Region (NCR) coordination and initiatives and critical infrastructure protection.

The OCP also serves as the liaison between the Governor and U.S. Department of Homeland Security (DHS) and provides oversight, coordination and review of all disaster, emergency management, and terrorism management plans for the Commonwealth and its agencies. The OCP represents the Governor for all regional efforts to develop a coordinated security and preparedness strategy, including representation within the NCR security group (which is part of the Urban Area Security Initiative).

The **Virginia Department of Emergency Management (VDEM)** is responsible for coordination and administration of the Commonwealth’s emergency preparedness, mitigation, response and recovery activities. In the context of these activities, VDEM assumes the primary and pivotal role in coordination of response and recovery operations, planning, training, exercising and integrating the various statewide entities and their emergency management strategies and activities. Through a cadre of funding initiatives, mutual aid agreements, training and exercise programs, performance reviews, capability assessments, risk assessments and target identification, VDEM works to coordinate and integrate planning and response activities of all invested parties within Virginia.

The **Secure Commonwealth Panel (SCP)**, *Code of Virginia* §2.2-306, is an advisory board within the executive branch of Virginia's government and is coordinated through the OCP. The 34-member Panel is charged with monitoring and assessing implementation of statewide deterrence, prevention, response and recovery initiatives as well as for reviewing, evaluating and making recommendations pertaining to the security and emergency preparedness of government at all levels in Virginia. The Panel is also responsible for facilitating cabinet-level security and emergency preparedness coordination among multiple state agencies and the private sector.

The SCP is divided into five Sub Panels, which are First Responders, Outreach, Business and Industry, Health and Medical and Critical Infrastructure Protection. Through the work of these Sub Panels, recommendations are made to the Governor to improve the Commonwealth's security and preparedness.

The **Virginia Military Advisory Council (VMAC)**, *Code of Virginia* §2.2-2666.1, was established to maintain a cooperative and constructive relationship between the Commonwealth and the leadership of the Armed Forces of the United States. The VMAC's mission extends to the military commanders stationed in the Commonwealth, where they work together to encourage regular communication on continued military facility viability, the exploration of privatization opportunities and the resolution of issues affecting preparedness, public safety and security.

The **Commonwealth Preparedness Working Group (CPWG)** is a team of state agencies that assess Virginia's preparedness and capabilities from an operational level perspective. These partners coordinate, develop and implement policies for funding and operations relating to all-hazards preparedness. The CPWG serves as the interagency state level coordination mechanism for Virginia's applications for preparedness-related grants that flow to and through the Commonwealth. Working Group representatives are members of the Office of Commonwealth Preparedness, Office of the Secretary of Public Safety, Virginia State Police, Department of Emergency Management, Department of Agriculture and Consumer Services, Department of Military Affairs, Department of Fire Programs, Department of Transportation, Department of Criminal Justice Services, Capitol Police, Department of Aviation, Department of Environmental Quality, Department of Rail and Public Transportation, Department of Forestry, Department of Health, Department of Game and Inland Fisheries, Department of General Services, Department of Social Services, Virginia Information Technologies Agency, Office of the Attorney General and the Port of Virginia. This group serves the Secure Commonwealth Initiative by meeting regularly and developing recommendations for the Secure Commonwealth Panel and the Governor

There are seven **Regional Preparedness Advisory Committees (RPAC)**, *Code of Virginia* §2.2-305, located throughout the Commonwealth based on the seven homeland security regions. The Committees meet regularly and focus on regional initiatives in training, equipment, communication and strategy to ensure access to response teams during emergencies and to facilitate testing, training and exercises for mass casualty preparedness. Membership for each RPAC includes representatives from emergency management, fire, law enforcement, local government, the private sector, and institutions of higher learning.

The **State Interoperability Executive Committee (SIEC)**, Executive Directive 7 (2007), which has been operating since 2004, makes recommendations for the distribution of federal grant funds to localities for voice and data communication projects. The SIEC consists of 30 member agencies and organizations from regional, local and state public safety and government. This group membership includes the Virginia Association of Chiefs of Police, Virginia Association of Governmental EMS Administrators, Virginia Fire Chiefs Association, Governor's Office of Commonwealth Preparedness, Virginia Sheriffs' Association, Virginia Association of Counties, Virginia Association of Public Safety Communication Officials, Virginia State Police, Virginia Information Technologies Agency, Virginia Municipal League, Secretary of Public Safety's Office, Secretary of Technology's Office, Virginia Military Advisory Committee, Virginia Department of Military Affairs, Virginia Professional Firefighters Association, Virginia Department of Emergency Management, State Agency Radio System, Virginia Department of Transportation, Virginia Department of Criminal Justice Services, Virginia Department of Health Office of EMS, Virginia State Firefighters Association, Virginia Emergency Management Association, and representation from each of the seven Regional Preparedness Advisory Committees for Interoperability (RPAC-I) . In addition to reviewing, evaluating and making recommendations on grant funding for communication projects, the SIEC updates, finalizes and implements the Virginia Strategic Plan for Statewide Interoperable Communications on an annual basis.

EFFORT

In addition to the input received from the above entities, this Strategy is the product of information provided by a representative cross-section of local, state and non-government stakeholders from across the Commonwealth including:

- Local Emergency Management Agencies
- Law Enforcement
- Fire and Emergency Services
- Social Services
- Higher Education
- Health Community

In December 2008, a two-day workshop was held with over 80 participants who identified a range of goals and related objectives for inclusion in the Strategy. This information was taken and cross-referenced with information provided by the SCP and CPWG.

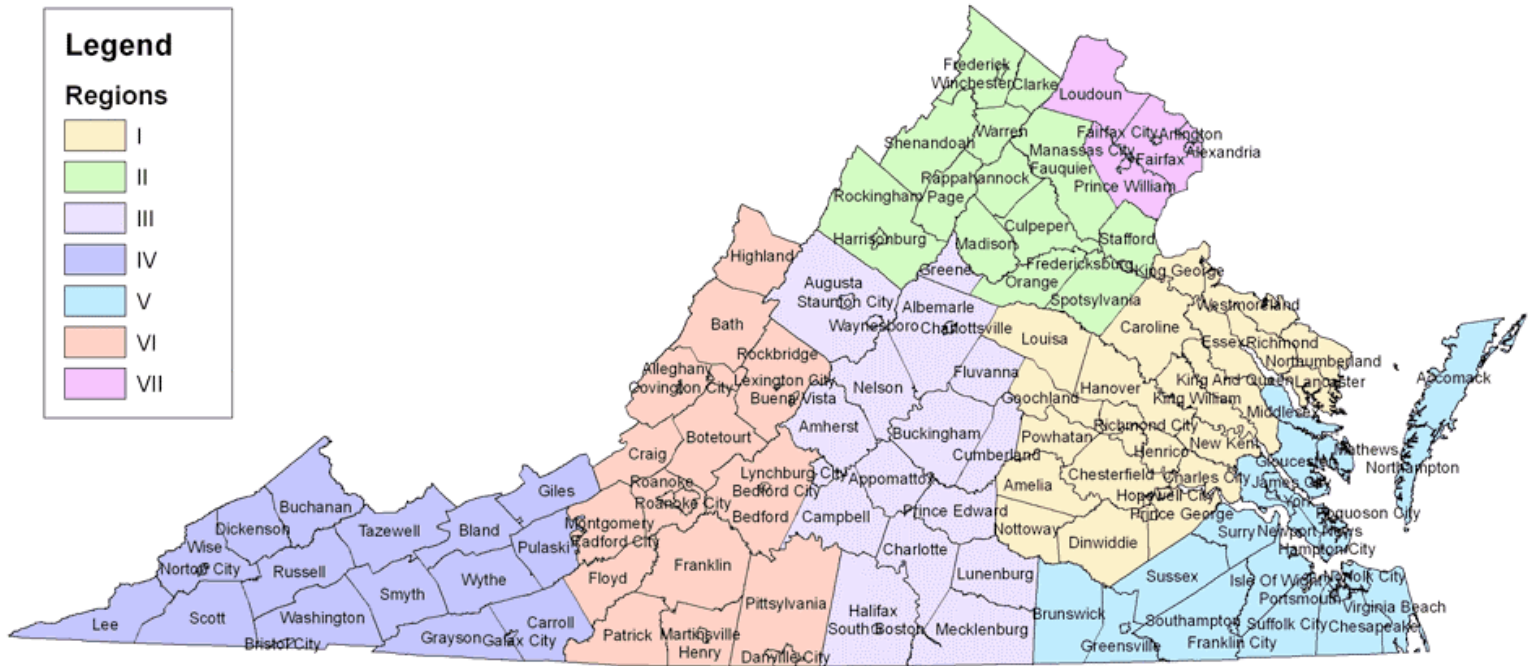
COMMONWEALTH OF VIRGINIA PROFILE/DESCRIPTION OF JURISDICTIONS

Characteristic	Description
Virginia Population (source: 2006 Census)	7,642,884
Urban Area Security Initiative Population (National Capital Region - Tier I)	<div> National Capital Region: 1,987,884 <ul style="list-style-type: none"> • Arlington County • Fairfax County • Loudoun County • Prince William County • City of Alexandria • City of Fairfax </div>
Urban Area Security Initiative Population (Hampton Roads and Richmond Area - Tier II)	<div> Hampton Roads 1,565,306 <ul style="list-style-type: none"> • City of Norfolk • City of Virginia Beach • City of Newport News • City of Hampton • City of Chesapeake • City of Portsmouth • City of Franklin • Southampton County • Isle of Wight County • Surry County • James City County (City of Williamsburg) • Gloucester County • York County • Suffolk County </div> <div> Richmond Metropolitan Statistical Area 1,181,097 (new UASI 2008) <ul style="list-style-type: none"> • Amelia County • Caroline County • Charles City County • Chesterfield County • Cumberland County • Dinwiddie County • Goochland County • Hanover County • Henrico County • King and Queen County • King William County • Louisa County • New Kent County • Powhatan County • Prince George County </div>

	<ul style="list-style-type: none"> • Sussex County • City of Colonial Heights • City of Hopewell • City of Petersburg • City of Richmond
Location	Virginia is a Mid-Atlantic State bordered by Maryland on the north, West Virginia on the north/north west, Kentucky and Tennessee on the far west and North Carolina to the south. The District of Columbia is also contingent to the Commonwealth of Virginia.
Population Centers	The highest density population of Virginia is shaped in a crescent. Beginning at the top of the crescent in Northern Virginia, continuing down the I-95 South corridor to Richmond and then east along I-64 to Virginia Beach. The three Virginia Urban Area Security Initiatives comprise 62% of the population of the Commonwealth yet only 24% of the total land area.
Institutions of Higher Learning	Communities with a high student population (e.g. Blacksburg, Harrisonburg and Charlottesville).
Industries	Service Sector (including computer and data processing) <ul style="list-style-type: none"> • Agricultural • Coal Production (10th in the nation) • Numerous Fortune 500 Companies (10th in the nation) • Military Bases (largest concentration in US) • Computer Chips/Communications/Internet Providers
Transportation	<ul style="list-style-type: none"> • Airports – 9 air carrier airports and 57 general aviation airports • Roads – 68,429 miles of road (3rd largest highway system in US) including I-95 and the Capital Area Beltway • Tunnels/Bridges – three tunnel/bridge systems including the 23 mile Chesapeake Bay Bridge Tunnel • Train – Amtrak and Virginia Rail Express • Ferries
Key Ports	3 large ports – including the Hampton Roads port which is the 3 rd largest port on the east coast
Common Hazards	Terrorism Hurricanes Floods/Ice Storms
Regional Structure	Virginia is broken into seven homeland security regions (see the following map) The National Capital Region localities comprise Region VII, Hampton Roads comprise most of Region V and Richmond Area comprise most of Region I.

HOMELAND SECURITY REGIONS

Virginia Homeland Security Planning Regions



REGIONALIZATION AND MUTUAL AID

The VDEM has seven regional coordinators that work with local officials and emergency managers to assist and support localities in their all-hazard planning and response efforts. It is the responsibility of the regional coordinators to guide the localities toward a regionalized approach to emergency management. Each of the regional coordinators works with satellite offices of the Virginia Department of Health and Virginia State Police in planning, training, exercises and response to emergency situations and to support local emergency management activities.

Mutual aid agreements are of critical importance to preparedness in the Commonwealth and Statewide Mutual Aid (SMA) forms have been redesigned and standardized for intrastate use. All of the eligible Virginia localities have adopted the SMA for Emergency Management, agreeing to provide assistance when requested, subject to availability of resources and setting out general requirements and procedures. Virginia has two Federal Emergency Management Agency Urban Search and Rescue Teams and several localities have Search and Rescue personnel as well as Technical Rescue Teams. These personnel and equipment are available for mutual aid response in the region when requested. In addition, redundant hazmat response teams and equipment are available (or accessible through mutual aid agreements) to provide resiliency in the event of a large-scale incident.

Virginia also participates in the Emergency Management Assistant Compact (EMAC). The EMAC is a congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster impacted state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

SECTION II. GOALS, OBJECTIVES AND IMPLEMENTATIONS STEPS

Goal 1: Strengthen medical surge capability for situations that overwhelm local resources (and situations where external resources are not yet available).

LINKAGES

National Priority: Strengthen Medical Surge and Mass Prophylaxis Capabilities

Target Capabilities: Medical Surge; Mass Prophylaxis

PLAN

Objective: The Commonwealth will continue to review and update its health and medical plans including (but not limited to) the following: Strategic Plan, Emergency Support Function (ESF) - 8 Emergency Response Plan, Disease Specific Plans, Natural Disaster Plan, Strategic National Stockpile (Countermeasure Distribution) Management Plan, Mass Fatality Plan, Emergency Medical Services Plan and Medical Surge Plan.

Implementation Steps

- Conduct annual reviews of mass prophylaxis, countermeasures distribution, mass casualty, fatality management and surge plans.
- Continue the Emergency Medical Services (EMS) process of developing a framework and standards to administer programs. The Virginia Department of Health (VDH) is currently reviewing other state programs and anticipates a two-year process for establishing a program to effectively implement legislation. The Regulatory and Policy Committee Advisory Board is currently working on developing a penalties and fee structure.
- Test selected plans through inclusion in the state exercise program.
- Review all lessons learned and after action reports (from exercises and actual events) to determine necessary plan revisions.

Objective: Enhance a statewide distribution plan for medical countermeasures (pharmaceuticals) to protect the entire state population within 48 hours.

Implementation Steps

- Continue to build upon established procedures (which have garnered 100% scores in Centers for Disease Control Technical Assistance Reviews).
- Extend Cities Readiness Initiative (CRI) process beyond established CRI locations.
- Continue to train dispensing staff/teams on the plan and test performance regularly.
- Secure volunteer participation by pharmacists and independent (including chain) pharmacies.

Objective: Complete and Implement the ESF-8 section of the Virginia Critical Infrastructure Protection and Resiliency Strategic Plan.

Implementation Steps

- Review the ESF-8 section of the National Infrastructure Protection Plan (NIPP).
- Collect ESF-8 and Virginia-specific Critical Infrastructure and Key Resources (CIKR) data.
- Develop the plan elements.
- Contact management of all Virginia ESF-8 CIKR facilities and offer planning assistance.
- Develop exercise objectives to assess the plan.
- Incorporate CIKR into annual exercise within two years.

Objective: Develop and Implement a plan that will facilitate communications with all Virginia health care professionals.

Implementation Steps

- Consolidate contact lists to include all Virginia health care professionals.
- Develop content, geographic and functional databases.
- Communicate benefits and garner support and participation from all Virginia health care professionals.
- Identify and prioritize focused and timely topics of interest for target audiences.
- Develop a communications and alerting protocol.

ORGANIZE

Objective: By 2012, achieve national and statewide recognition of all Local Healthcare Districts (LHDs) through the National Association of County and City Health Officials Project Public Health Ready.

Implementation Steps

- Divide the Commonwealth's LHDs into three groups that will achieve recognition during 2009, 2010 or 2011.
- Continue to develop standards for emergency care, as well as a plan and process by which physicians can determine their role in various medical emergency scenarios. Virginia is currently building from an existing health alert network and database for this program.
- Maintain a statewide emergency system for advance registration of volunteer health care professionals.
- Develop a support structure regionally and statewide to assist LHDs in this effort to be recognized.

EQUIP

Objective: The Commonwealth and all local jurisdictions will develop a governance structure and guiding principles for the establishment of the community medical surge capacity beyond hospital maximum surge levels, including development of alternative care sites.

Implementation Steps

- Develop an outreach program for all private health care professionals.
- Assess current capabilities and gaps, addressing the resources needed to support community surge (e.g. EMS providers, medical career and volunteer personnel, etc.).
- Encourage every health care facility to prepare to sustain itself for at least 96 hours (updated from 72 hours) following a disaster. Federal Emergency Management Agency surveys are assessing this capability and a baseline has been provided.
- Continue developing a process for the allocation of scarce medical resources in a public health emergency (applying this process to both hospital and alternate care site operational planning). A multi-disciplinary work group has created the “Critical Resource Shortage Planning Guidance” which outlines a step-by-step process to help health care providers decide how to allocate medical resources during an emergency.

Objective: Expand statewide medical surge bed capacity within hospitals (currently at ~ 500 per million).

Implementation Steps

- Continue surge training and education for health care partners and VDH staff.
- Enhance resiliency capabilities of health care facilities through appropriate planning and acquisition of equipment.
- For medical stabilization and treatment-in-place, continue to build mobile stand-alone medical facilities in four of the six hospital regions. Available in 2008 – 2010, these mobile hospitals will be staffed with Medical Reserve Corps personnel and can be set up near evacuation shelters when necessary.

Objective: Enhance capacity to conduct mass fatality management throughout the Commonwealth.

Implementation Steps

- Review Virginia’s Mass Fatality Plan.
- Clarify support from the Office of the Chief Medical Examiner for non-criminal fatality events.
- Test elements of the Mass Fatality Plan each year within the state exercise program.
- Identify resources to effectively implement plan.

TRAIN

Objective: Implement the VDH Central Office Emergency Preparedness and Response (EPR) Training Program.

Implementation Steps

- The Health Commissioner will announce the program.
- The EPR staff will develop and conduct overview sessions where employees will be asked to complete a self-assessment survey (in coordination with their supervisor). This

assessment will help determine the skill set of each employee (as well as the role he or she should be assigned during an emergency).

- Upon completion of this assessment, role-specific training will be added to each employee's development plan.
- EPR Training staff will use TrainingFinder Real-Time Affiliate Integrated Network (TRAIN) to track which employees have been trained for each role. To keep this information current, Office of Human Resources will send EPR training staff a monthly report of employees who have left or joined VDH.
- EPR will work with the communication work group to develop a call-down strategy consistent with VDH internal communication procedures.
- Each role-specific session will be led by a staff member who will develop the training course. He or she will also teach (or assign someone else to teach) the training course as well as train-the-trainer sessions for district staff and volunteers.
- All staff will be required to register for role-specific sessions in TRAIN.

EXERCISE

Objective: Support the state's comprehensive annual exercise program addressing response to public health threats.

Implementation Steps

- Plan and participate annually in National Incident Management System (NIMS)-compliant Homeland Security Exercise and Evaluation Program (HSEEP) statewide exercises focusing on identified and emerging public health threats. All exercises will include multiple jurisdictions.
- Test and exercise local and regional plans in coordination with public and private sector partners. Make necessary changes as identified by after action reports.
- Plan and conduct a major exercise prior to 2010 that will test the capability to distribute/dispense medical countermeasures statewide within 48 hours.
- Conduct selected Points of Dispensing exercises in selected LHDs and evaluate the performance metrics for timed dispensing with a goal of 2 minutes per person.
- Coordinate annually with hospitals statewide and the Virginia Hospital and Health Care Association to exercise the State Medical Surge Plan.

Goal 2: Enhance capability to effectively respond to Chemical, Biological, Radiological, Nuclear and Explosive in a coordinated effort to protect the public.

LINKAGES

National Priority: Strengthen Chemical, Biological, Radiological, Nuclear and Explosive Detection Capability

Target Capabilities: Chemical, Biological, Radiological, Nuclear and Explosive Detection; Explosive Device Response Operations; Weapons of Mass Destruction/Hazardous Materials Response

PLAN

Objective: Review ESFs and identify the roles each agency will play (under each ESF) for Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) response locally, regionally and statewide.

Implementation Steps

- Identify an assessment tool through local, regional and statewide exercises.
- State and local officials will conduct the assessment of ESFs, starting in spring 2009.
- Analyze results, identify planning gaps and determine next steps.

Objective: The VDH and Department of Agriculture and Consumer Services will jointly minimize the impact of zoonotic disease outbreaks and food safety and security incidents.

Implementation Steps

- Establish two separate planning committees for response to zoonotic disease outbreaks and food safety and security incidents, with joint representation from the two above agencies.
- Identify necessary, as well as existing, internal and external sources of equipment and supplies. Establish a list of unavailable equipment, supplies and sources for equipment that will be “just-in-time” purchases. Seek funding and purchase equipment and supplies that are unavailable and not classified as “just-in-time” purchases.
- Planning committees will coordinate plans and maximize joint use of equipment, training and exercises.
- Establish/maintain a three-year training plan.
- Conduct and document training as planned.

ORGANIZE

Objective: Develop an action committee/planning team comprised of CBRNE, hazardous materials and weapons of mass destruction team leaders from across the state.

Implementation Steps

- Identify each participating organization and discipline across the state.
- Convene representatives for the initial and subsequent meetings.
- Meet annually to assess progress and identify strategies for resource sharing.
- Change plans as needed to meet the requirements of the Commonwealth.

EQUIP

Objective: Provide response personnel with equipment to meet established standards and support the capabilities listed in the Target Capabilities List (TCL).

Implementation Steps

- Assessments will be conducted by VDEM/Virginia Department of Environmental Quality staff using the hazmat team minimal equipment list, Virginia Department of Fire Program's Heavy Rescue Team's equipment list and DHS's TCL. Equipment being assessed will include the following:
 - Biological Detection System
 - Air Trailers
 - Cascade Systems
 - Gamma RAE II Detectors
 - Fourier transform spectroscopy Accessories
 - FTIR Maintenance
 - Air Sampling Canisters
 - Personal Protective Equipment
 - Radios
 - Lab Supplies
 - Computer Upgrade
- Develop approved guidelines for purchasing as well as a baseline and source for funding.
- Identify logistical concerns (i.e., storage, testing, maintenance and deployment).
- Purchase equipment needed to meet statewide and regional gaps (including specialized equipment that might be necessary for decontaminating individuals with special needs).
- Deploy mobile CBRNE instruments with first responders (and the National Guard Civil Support Team where applicable) for areas identified as high risk. This equipment will include mobile open path FTIRs, amam spectrometers, gas chromatograph - mass spectrometers, x-ray fluorescence spectrometers, area array detection systems and low-level radiation detection equipment.
- For the Southeast Transportation Corridor Project (an interstate highway transportation campaign along the I-81 corridor), training and equipment is being tested, particularly at hospitals. These training and equipment tests will be ongoing for the next several years.

Objective: Create new (and enhance existing) facilities for CBRNE detection and training.

Implementation Steps

- Create a fixed facility monitoring system around a rail yard or public facility. The fixed facility monitoring system will consist of an open path FTIR, a set of multi-gas/chemical

monitors, radiation detection equipment and a state-of-the-art wireless communication system to interconnect all of the equipment. When completed (and with the results documented), the fixed facility monitoring system will serve as a model for monitoring high profile public infrastructure facilities.

- Enhance/upgrade the current statewide Hazardous Materials/Weapons of Mass Destruction Training Facility.

TRAIN

Objective: Conduct regional training (on equipment, detection and monitoring, site safety, decontamination and other protocols) involving multiple jurisdictions and disciplines.

Implementation Steps

- Develop lesson plans by 3/31/2010.
- Select training sites, instructors and schedules dates by 06/30/2010.
- Continue ongoing hazardous materials/weapons of mass destruction training for fire, EMS and law enforcement personnel.

EXERCISE

Objective: Participate annually in NIMS-compliant exercises conducted as part of the Commonwealth's HSEEP – Regional Capability Project.

Implementation Steps

- Develop exercise goals and objectives.
- Develop scenarios to test existing plans and fulfill exercise goals/objectives.
- Identify resources needed to conduct regional exercises.
- Conduct first regional exercise by 12/31/2010.
- Evaluate exercises and address shortfalls and issues identified.
- Revise plan based on after action reports and lessons learned.

Goal 3: Improve communications (operable and interoperable) to align with the State Communications Interoperability Plan and ensure active participation by all relevant stakeholders.

LINKAGES

National Priority: Strengthen Communications Capabilities

Target Capabilities: Interoperable Communications

PLAN

Objective: Implement the initiatives set forth in the Commonwealth of Virginia Strategic Plan for Statewide Communications Interoperability to meet federal interoperability mandates and work toward achieving full statewide interoperability.

Implementation Steps

- Identify appropriate stakeholders to form Initiative Action Teams (IATs) to address needs across the Commonwealth as outlined by the initiatives in the Strategic Plan for Statewide Communications Interoperability.
- Develop & implement project plans for addressing the needs identified by the IATs.
- Leverage Regional Preparedness Advisory Committees for Interoperability (RPAC-I), the State Interoperability Executive Committee (SIEC) and SIEC Standing Subcommittees to provide guidance and oversight to the IATs in the implementation process.
- Assess and measure the IAT project progress.
- Evaluate the initiatives in the Strategic Plan for Statewide Communications Interoperability and make adjustments based off of the IAT project progress and exercise after action reports.

ORGANIZE

Objective: Provide a common understanding of current capabilities and gaps as they relate to operable and interoperable communications throughout the Commonwealth.

Implementation Steps

- Reevaluate the Communications Interoperability Baseline to identify and address gaps.
- Identify and provide communications interoperability outreach to private sector CIKR asset owners and operators. Integrate private entities (identified as part of the CIKR network) and the Commonwealth of Virginia Emergency Operations Plan (COVEOP) participants into interoperability efforts. This integration will help ensure communication is maintained during emergencies and recovery efforts.
- Enhance communication relationships and share best practices with federal and neighboring state partners.

- Conduct communications outreach activities in each of the seven homeland security regions.

Objective: Use the RPAC-I for planning and coordination of stakeholder input, information and planning gaps regarding communications.

Implementation Steps

- Engage the RPAC-I to obtain guidance from regional stakeholders.
- Identify operational gaps for each region, addressing each gap as much as possible using available resources.
- Update and use the Commonwealth Communications Baseline Survey through the RPAC-I organizations to help localities determine their specific operational (operable and interoperable) needs for voice and data communications.

EQUIP

Objective: Ensure portable and mobile radio purchases (including replacements) and operations are compliant with recognized existing national standards issued by entities such as the National Public Safety Telecommunications Council and the Federal Communications Commission (FCC).

Implementation Steps

- Support expansion of national interoperability channels in all bands to allow responders to use their home system's radio regardless of location within the Commonwealth of Virginia.
- Encourage the use of standard nomenclature for national interoperability channels in all user radios in alignment with National Public Safety Telecommunications Council guidance.
- Encourage programming of national interoperability channels in all radios.
- Require programming of national interoperability frequencies into portable and mobile radios purchased with grant funds.
- Conduct outreach to communicate the importance of P-25 standards and the narrowband requirements from the FCC.

Objective: Provide Virginia stakeholders with the equipment and tools they need to perform communications planning and exercises.

Implementation Steps

- Complete the Statewide Agencies Radio System network initiative.
- Implement Type 3-5 Radio Caches across the Commonwealth.
- Achieve Commonwealth's Link to Interoperable Communications (COMLINC) build-out in at least 50% of localities.
- Compile and distribute lessons learned from existing COMLINC installations.
- Assist stakeholders in identifying capabilities and gaps.

Objective: Achieve multi-discipline and multi-jurisdiction voice and data interoperable communications to enhance regional response capabilities.

Implementation Steps

- Facilitate the identification of gaps and, where possible, enable the acquisition of equipment to address those gaps.
- Identify cost-effective solutions for patching capabilities for disparate radio systems.
- Explore costs and sustainability for connectivity options.
- Examine and explore both existing and possible future data standards to promote interoperability.
- Identify opportunities through the development of a technical strategy to leverage statewide IT infrastructure projects.

Objective: Enhance voice and data interoperable communications for state agencies across the Commonwealth.

Implementation Steps

- Provide information to localities regarding the availability of awarded caches and how to request them.
- Create communications back-up and redundancy for interoperability systems to ensure communications are maintained following catastrophic events.

Objective: Provide region-to-region and region-to-state voice and data interoperable communications to enhance mutual aid response capabilities.

Implementation Steps

- Identify cost effective solutions for patching capabilities for disparate radio systems.
- Review capabilities and limitations of all possible patching solutions.
- Explore costs and sustainability considerations for connectivity options.

Objective: Continue to establish the Strategic Technology Reserve to enhance back-up communications capability within the Commonwealth of Virginia.

Implementation Steps

- Provide assistance and coordination to newly awarded caches.
- Further refine and field an exercise and training program for inclusion into pre-existing exercises.
- Expand local grant process for Type 3-5 Radio Caches (dependent upon funding).
- Monitor existing caches and document lessons learned.
- Support the Rapid Deployment Solutions Interoperability Project (RDSIP) pilot to provide a statewide resource for emergency communications.
- Monitor exercises and document lessons learned.
- Coordinate with VDEM and the SIEC to capture lessons learned and recommendations on continued support for the RDSIP.

Objective: Support the development and expansion of the Crisis Management Information System (CMIS) to improve data sharing between the state and local jurisdictions and other partners, enhance logistical capabilities, and integrate with Geographic Information Systems (GIS).

Implementation Steps

- Facilitate data sharing between the state and local jurisdictions, other state agencies, and private partners using the crisis management information. Develop governance model to facilitate data exchange.
- Coordinate with local jurisdictions and other agencies to compile a comprehensive database of resources tracking the asset owner, address, and NIMS type for the Commonwealth.
- Integrate CMIS data with GIS data in a secure software application to provide a visual situational awareness tool for emergency responders.

TRAIN

Objective: Host and provide training to support stakeholder involvement that impacts operable and interoperable communications within the Commonwealth.

Implementation Steps

- Evaluate and address gaps in common language protocol and use.
- Offer Communications Unit Leader training classes for stakeholders in the Commonwealth.
- Offer Communications Asset and Survey Management training to the appropriate stakeholders in the Commonwealth.
- Encourage training on the latest technologies and standards for voice and data.

EXERCISE

Objective: Advocate and support the inclusion of communications operability and interoperability in multi-jurisdiction and multi-discipline exercises (as well as communication-specific tabletop exercises).

Implementation Steps

- Continue and expand the Virginia Emergency Response Team Exercise (VERTEX), Virginia Operations Plan Exercise (VOPEX) and regional exercises to:
 - Test the operational aspects of different COMLINC systems.
 - Involve emergency public information and warning.
 - Provide opportunities for local citizen groups' participation.
- Conduct exercises to test and enhance the capabilities of the Commonwealth's strategic technology reserves.
- Revise plan based on after action reports and lessons learned.
- Encourage regional collaboration on planning, training and exercises.

Goal 4: Develop an information sharing system that includes federal, state, local, volunteer and private partners in support of a comprehensive Common Operating Picture for emergency management applications.

LINKAGES

National Priority: Strengthen Information Sharing and Collaboration

Target Capabilities: Intelligence/Information Sharing

PLAN

Objective: By the end of 2010, develop an information and intelligence sharing plan to support public safety and situational awareness.

Implementation Steps

- Establish data standards for information sharing based upon industry-accepted formats (i.e. GeoRSS, .xml, .kml, etc).
- Maximize information sharing via the National Network of Fusion Centers.
- Identify potential data sources within federal, state and local agencies.
- Establish security standards for data sharing across environments with differing sensitivity levels.
- Identify data sources within private partners and volunteer organizations.
- Establish security standards for access to data aggregation systems.
- Establish procedures for sharing data between private industry, local jurisdictions, volunteer organizations, state agencies and the federal government.
- Provide recommendations to the SCP.

ORGANIZE

Objective: Establish an information and intelligence sharing open architecture system that represents disparate databases (in a spatial environment) in support of emergency management.

Implementation Steps

- Identify and involve stakeholders.
- Identify baseline capabilities.
- Identify gaps and future requirements.
- Identify funding sources to further the development of data integration efforts.
- Strengthen information sharing and collaboration capabilities by maximizing information sharing via the National Network of Fusion Centers.
- Establish data standards for information sharing based upon industry-accepted formats (i.e. GeoRSS, .xml, .kml, etc).
- Identify future regional and multi-state projects, with a focus on the NCR as well as ongoing efforts with several other states (North Carolina, South Carolina, Georgia, Florida, Mississippi, Alabama and Tennessee).

- Provide recommendations to the SCP.

Objective: Establish a multi-disciplinary steering group to incorporate numerous disciplines that can benefit from an information sharing solution.

Implementation Steps

- Identify members.
- Identify baseline capabilities, standards and goals.
- Identify planning gaps.
- Define business practices and select platforms.
- Develop a survey that will identify all existing equipment and future needs.
- Provide recommendations to the SCP.

EQUIP

Objective: Enable information sharing and database access to mobile data devices for field operations (i.e., Linx, TIPS, NDEX).

Implementation Steps

- Identify needs and planning gaps.
- Identify technology necessary to enable information access in field operations.
- Identify minimum baseline standard for database access in mobile data devices.
- Identify funding sources to help bring all Virginia public safety agencies (with mobile data devices) to minimum baseline standard of field access to authorized databases.
- Provide recommendations to the SCP.

TRAIN

Objective: As required, provide training on appropriate systems and applications that support a Common Operating Picture.

Implementation Steps

- Identify training needs.
- Acquire resources to support training.
- Schedule and conduct training.

EXERCISE

Objective: Incorporate training objectives into exercises for the Virginia Emergency Operations Center (EOC), the Virginia Fusion Center and other multi-agency coordination centers that will help them assess their ability to maintain situational awareness during emergencies.

Implementation Steps

- Develop, design and conduct exercises to test capabilities and maintain a Common Operating Picture during a disaster.
- Conduct evaluation and identify gaps to enhance the ability of multiple agencies and entities to maintain a Common Operating Picture.
- Prepare after action/corrective action review and improvement plan.
- Distribute action/corrective action review and improvement plan to the appropriate stakeholder groups.

Goal 5. Take all actions possible to prevent terrorist acts against the people and infrastructure of the Commonwealth.

LINKAGES

National Priority: Enhanced Regional Collaboration; Implement the National Infrastructure Protection Plan; Strengthen Information Sharing and Collaboration; Strengthen Planning and Citizen Preparedness Capabilities

Target Capabilities: Planning; Community Preparedness & Participation; Intelligence/Information Sharing; Law Enforcement Investigation & Operations; Critical Infrastructure Protection Plan

PLAN

Objective: Enhance and maintain counter-terrorism intelligence and criminal records information systems, through improved collection, analysis, and exchange methodologies among law enforcement agencies and the public safety sector (at all levels of government).

Implementation Steps

- Continue development of regional crime information sharing networks to provide communications and information sharing among all stakeholders.
- Establish statewide data sharing capability connecting regional crime information sharing networks with state law enforcement agencies, the Virginia Fusion Center, and appropriate federal agencies by 2011.
- Adopt the justice global XML data sharing standards for all new criminal justice information systems.
- Leverage existing federally funded information systems to communicate and collaborate at all levels.
- Enhance and maintain the capabilities of intelligence analysts and investigators by providing the most effective and efficient analytical and investigative training, techniques, equipment and tools.

ORGANIZE

Objective: Promote collaboration and equitable partnerships among all levels of government and private industry in the development of homeland security strategies, policies and funding initiatives.

Implementation Steps

- Incorporate and integrate representatives of critical infrastructure strategic facilities into Virginia Fusion Center CIKR protection planning activities by 2010.

- Facilitate mutual technical assistance and training sessions among law enforcement agencies and private security industry.
- Enlist the homeland security community (including fire services, health services, agriculture, animal health and other critical infrastructure stakeholders) as collectors and customers of intelligence.
- Encourage private industry partners to help collect and integrate intelligence into operations.
- Promote the development of private business partnerships to support Continuity of Operations (COOP) planning for law enforcement in the wake of disasters.
- Establish secure and unclassified communication systems and processes to support interactive and real time intelligence/information exchange among private sector entities, local law enforcement agencies and state homeland security operations.

Objective: Pursue local, state and national legislative changes to reduce vulnerabilities and improve Virginia's ability to prevent a terrorist attack.

Implementation Steps

- Seek legislation and funding to enhance the security of state driver's licenses that comply with DHS requirements.
- Seek legislation and funding to meet the objectives of the DHS Cyber Identity/Credentialing Program.
- Develop seamless mutual aid capacity and authority throughout the state using a legislative initiative.

Objective: Build the capacity to prevent terrorist acts by improving the ability of law enforcement and other security agencies to identify, investigate and apprehend suspected terrorists.

Implementation Steps

- Establish certification requirements for intelligence analysts by 2010.
- Establish regional groups composed of local, state and federal law enforcement agencies as well as representatives from the private sector. These groups will facilitate intelligence and information sharing and will provide relevant anti-terrorism training to its members by 2011.
- Continue to implement and enhance regional, statewide and interstate criminal information sharing capabilities that meet national standards.
- Enhance the capability of the Virginia Fusion Center to manage and integrate homeland security-related information and intelligence across all jurisdictions, disciplines and the private sector.
- Establish an integrated multi-agency counterterrorism investigative capability throughout the state that addresses all:
 - Known or suspected terrorist organizations, cells and actors.
 - Terror-related threats.
 - Suspicious activities.
 - Groups and networks providing direct material support to terrorists.
 - Criminal enterprises indirectly supporting or enabling terrorists.

- Support the collection and communication of critical infrastructure data in the Commonwealth through the Automated Critical Asset Management System.

EQUIP

Objective: By 2012, build personnel and equipment capabilities to provide interstate and intrastate prevention and response.

Implementation Steps

- Acquire and maintain threat detection, surveillance and intervention equipment for key interdiction and inspection points. This equipment acquisition will support national threat analysis and ensure rapid detection, investigation and prevention of CBRNE incidents.
- Create self-sustaining teams able to perform a wide variety of law enforcement missions.

TRAIN

Objective: Promote terrorism awareness and prevention through private sector and citizen involvement and training.

Implementation Steps

- Establish statewide counterterrorism and intelligence training requirements for law enforcement and other homeland security-related personnel by 2012.
- Identify priority messages for targeted public and private industry awareness campaigns, focusing on reporting of suspicious activities related to terrorism.
- By 2010, establish regional and local strategies to increase terror related public awareness through media outlets and citizen groups.
- Include Virginia's citizens in homeland security activities and increase their crime and terrorism awareness through public education and outreach as well as training and volunteer service opportunities.
- Seek opportunities for informed volunteerism and service through Citizen Corps component programs such as Community Emergency Response Teams, volunteers in police service, Neighborhood Watch and other related programs.

EXERCISE

Objective: Participate annually in NIMS-compliant exercises conducted as part of the Commonwealth's HSEEP – Regional Capability Project.

Implementation Steps

- Develop exercise goals and objectives.
- Develop scenarios to test existing plans and fulfill exercise goals/objectives.
- Identify resources needed to conduct regional exercises.
- Conduct first regional exercise by 12/31/2010.

- Evaluate exercises and address shortfalls and issues identified.
- Revise plan based on after action reports and lessons learned.

Goal 6: Develop an intelligence-driven policing model that incorporates local, state, federal, private and public stakeholders.

LINKAGES

National Priority: Enhanced Regional Collaboration; Implement the National Infrastructure Protection Plan; Strengthen Information Sharing and Collaboration; Strengthen Planning and Citizen Preparedness Capabilities

Target Capabilities: Planning; Community Preparedness & Participation; Intelligence/Information Sharing; Law Enforcement Investigation & Operations; Critical Infrastructure Protection Plan

PLAN

Objective: Develop a Commonwealth of Virginia policing strategic plan, and related collection plans, that are intelligence-driven.

Implementation Steps

- Identify intelligence requirements that are needed to fill intelligence gaps.
- Develop a collection plan.
- Collect and organize actionable intelligence that provides direction to prevent or mitigate criminal activity.
- Incorporate tactical intelligence and strategic intelligence within Virginia's law enforcement community.
- Update intelligence requirements and collection plans on an annual basis.

Objective: Assess, identify, enhance and maintain existing and future capabilities of intelligence analysts and investigators.

Implementation Steps

- Assess local, regional and state analytical capabilities.
- Identify analytical gaps and identify resources needed to meet national baseline capabilities.
- Develop a statewide analyst certification program.
- Provide the most effective and efficient analytical tools available, including digital analytics, training and surveillance equipment and tools.

ORGANIZE

Objective: Promote terrorism awareness and prevention through private sector and citizen involvement.

Implementation Steps

- Identify priority messages and alerts for targeted public and private industry awareness (including reporting suspicious activities related to terrorism).
- Establish regional and local strategies to increase terrorism public awareness through media outlets and citizen groups.
- Include Virginia's citizens in homeland security activities, public education and outreach campaigns, training sessions and volunteer service opportunities.

EQUIP

Objective: Build equipment and personnel resources to provide statewide capability of collecting, analyzing and disseminating critical information and intelligence products.

Implementation Steps

- Enhance and maintain the capabilities of intelligence analysts and investigators by providing the most effective and efficient analytical and investigative training, techniques, equipment and tools.

TRAIN

Objective: Establish a Fusion Liaison Officer Program for first responders.

Implementation Steps

- Establish statewide counterterrorism and intelligence training requirements for first responders.
- Continue to implement and enhance regional, statewide and interstate criminal information sharing capabilities that meet national standards.
- Incorporate other homeland security stakeholders, including fire services, health services, agriculture, animal health and other critical infrastructure partners.
- Develop a suspicious activity reporting protocol that incorporates local, state, federal and private stakeholders.
- Identify equipment, personnel and funding requirements for this initiative.

EXERCISE

Objective: Participate annually in NIMS-compliant exercises conducted as part of the Commonwealth's HSEEP – Regional Capability Project.

Implementation Steps

- Develop exercise goals and objectives.
- Develop scenarios to test existing plans and fulfill exercise goals/objectives.
- Identify resources needed to conduct regional exercises.
- Conduct first regional exercise by 12/31/2010.

- Evaluate exercises and address shortfalls and issues identified.
- Revise plan based on after action reports and lessons learned.

Goal 7: Support Virginia institutions of learning as they undertake an all-hazards approach to disaster management.

LINKAGES

National Priority: Implement the National Incident Management System and National Response Framework

Target Capabilities: Planning; Community Preparedness & Participation

PLAN

Objective: Provide tools and resources for all levels of Virginia's institutions of learning to have a fully developed emergency operations plan.

Implementation Steps

- Assess tasks accomplished via statutory requirements and other initiatives as well as the lead personnel associated with these activities.
- Develop an emergency management self-assessment tool for institutions of learning at all levels.
- Provide guidance on the importance of the planning process (including training and exercises) and how to develop a plan that addresses self-assessment issues.
- Adapt the higher education emergency operations plan template and COOP plan template for use by K-12 institutions.

ORGANIZE

Objective: Increase coordination within and between institutions of learning.

Implementation Steps

- Establish planning committees (that include local and state emergency management staff) for K-12 as well as two and four year institutions of learning to develop plan guidance.
- Encourage partnering initiatives to enhance the plans of both institutions of learning and the larger community.

EQUIP

Objective: Develop a comprehensive assessment to identify and prioritize resources including communication equipment, generators, medical supplies, etc. to accomplish the goal.

Implementation Steps

- Continue the Department of Social Services effort of working with colleges and universities to identify accessible shelter facilities (paying particular attention to special needs populations and meeting the requirements of the Americans with Disabilities Act).

- Identify internal operational and planning resources to effectively implement all plan components.
- Identify external resources including, but not limited to, operational and planning resources to effectively implement all components of the facility's Emergency Operations Plan and COOP Plan.
- Initiate assessment/survey of resources available at institutions of learning.
- Prioritize resource needs of institutions of learning based on results of assessment/survey.

TRAIN

Objective: Provide training for students, faculty and staff to meet state and federal emergency management standards (such as NIMS and Incident Command System (ICS)) as well as related terrorism awareness and COOP planning guidance.

Implementation Steps

- Provide guidance for the development of a training matrix for students, faculty, staff and administrators within the academic environment.
- Provide necessary and accessible training opportunities for job duties as they relate to emergency management functions.
- Use university facilities and resources to facilitate K-12 training.
- Institute collective training to integrate K-12, two and four year education students as well as all first responder communities.

EXERCISE

Objective: The Commonwealth will continue to integrate institutions of learning into the HSEEP – Regional Capability Project exercise schedule, including but not necessarily limited to participation in the VERTEX.

Implementation Steps

- Design exercise scenarios to test plan and coordination among institutions of learning and first responders.
- Broaden input from educational interests in the development of the bi-annual exercise schedule.
- Test and exercise plan annually with local first responders.
- Use exercise lessons learned as well as after action reports to modify emergency management programs.

Goal 8: Increase the number of Virginians who are prepared for natural and human-caused emergencies.

LINKAGES

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Target Capabilities: Planning; Community Preparedness & Participation

PLAN

Objective: Implement the Ready Virginia Communications Plan.

Implementation Steps

- Seek local, state and federal input on plan.
- Seek volunteer organization input on plan.
- Revise plan with input from groups outlined above.

Objective: Revise state Citizen Corps Council Strategy

Implementation Steps

- Schedule regular meetings of the statewide Citizen Corps Council.
- Continue regional meetings of Citizen Corps Councils.

ORGANIZE

Objective: Develop partnerships with appropriate entities to coordinate institutions of learning outreach programs.

Implementation Steps

- Research ways and identify approaches to connect preparedness to Virginia Standards of Learning.
- Support student-based Citizen Corps programs and activities.
- Encourage schools to collaborate with local emergency management planners.
- Involve state Parent-Teacher Association in awareness outreach activities.

Objective: Improve Citizen Corps programs at the local level and strengthen their coordination with partner organizations.

Implementation Steps

- Hold a yearly meeting of the state Citizen Corps Council as well as statewide Citizen Corps Program Managers.
- Hold an annual public safety outreach conference targeting citizens as well as first responders, emergency planners and managers and other key personnel.

EQUIP

Objective: Develop preparedness informational materials and products for use by local, state and private agencies and organizations.

Implementation Steps

- Purchase necessary equipment for Citizen Corps members.
- Reprint Ready Virginia informational brochures.

TRAIN

Objective: Increase all-hazard training and awareness opportunities for citizens.

Implementation Steps

- Identify minimal baseline for citizen emergency preparedness.
- Communicate minimal baseline preparedness to citizens, including special needs populations, using multiple accessible formats.
- Provide Citizen Corps opportunities in each region and train Citizen Corps members in EOC operations.
- Develop training partnerships with corporate and faith based organizations.

Objective: Use and promote Ready Virginia for citizen and business preparedness on local and regional levels.

Implementation Steps

- Update and promote the Business Preparedness Toolkit.
- Develop preparedness informational materials and products for use by local, state and private agencies and organizations.
- Research and pursue new avenues to reach the business community (including institutions of learning).
- Design outreach campaigns for special needs populations in particular, providing this information in a variety of accessible formats.

EXERCISE

Objective: Increase number of Citizen Corps volunteers participating in HSEEP.

Implementation Steps

- Encourage Citizen Corps Councils to become more active in exercise development process.
- Provide opportunities for the volunteer component to participate in regional exercises through the HSEEP – Regional Capability Project.

Goal 9: Provide homeland security (Homeland Security Exercise and Evaluation Program) compliant training, education, exercises and professional development opportunities for responders.

LINKAGES

National Priority: Expand Regional Collaboration; Implement the National Incident Management System and the National Response Framework

Target Capabilities: Planning; Public Safety and Security; Community Preparedness and Participation; Risk Management

PLAN

Objective: Develop and maintain a training and exercise program that provides responder personnel with the requisite skills to prevent, prepare for, respond to and recover from disasters (including acts of terrorism).

Implementation Steps

- Identify stakeholders and assess current environment.
- Identify training and exercise gaps and then develop training opportunities to fill the gaps.
- Conduct an annual Training and Exercise Plan Workshop to develop, review and update the Commonwealth's Multi-Year Training and Exercise Plan.
- Develop the Commonwealth's strategic goals and priorities into specific training and exercise activities, and coordinate and de-conflict all training and exercise activities.
- Annually conduct state and regional Improvement Planning Workshops to identify gaps as well as training and exercises needed to implement priorities.
- Annually conduct Anti-Terrorism Awareness Training Workshop/Seminar to collaborate on training and professional development activities to meet Commonwealth homeland security objectives.
- Provide and schedule Improvised Explosive Device Awareness Training for first responders as needed and/or requested across the Commonwealth.

Objective: Evaluate preparedness and recommend training and planning guidelines for the private sector.

Implementation Steps

- Biennially assess training needs through surveys and other forms of feedback.
- Identify an agency with the capability to deliver this training.
- Conduct public awareness campaigns to encourage private sector participation.
- Collect feedback on training program for improvements and modifications.

ORGANIZE

Objective: Create a central repository of homeland security and emergency management training opportunities for the responders and workforce.

Implementation Steps

- Develop, design and conduct all training and exercises to successfully reinforce the National Preparedness Priorities, NIMS, the National Response Framework (NRF), regional collaboration and coordination, and the National Infrastructure Protection Plan (NIPP).
- In 2009, use the Commonwealth Knowledge Center (Learning Management System) for state and non-state employees to schedule, market and support the training needs of public and private partners.
- Provide continuous assessment of existing modes of delivery and research new delivery opportunities.
- Recruit and sustain quality personnel to serve as adjunct instructors, subject matter experts and consultants to support training and exercise activities.

EQUIP

Objective: Identify, acquire and update resources necessary to maintain and expand training and exercise programs across the Commonwealth.

Implementation Steps

- Annually identify and provide qualified instructors, exercise evaluators/controllers, materials, adequate facilities and equipment to support the education and training needs of responders.
- Annually monitor and validate state and federal standards as well as compliance requirements.

TRAIN

Objective: Annually provide training for NIMS, terrorism awareness, weapons of mass destruction, and other emergency management subjects to meet the education and training needs of personnel from local governments, state agencies, private industry and volunteer groups.

Implementation Steps

- Annually conduct state and regional level Improvement Planning Workshops to identify gaps and identify training needed to implement priorities.
- Ensure training meets both geographical and scheduling requirements to maintain compliance with the DHS and other mandates using limited human, physical and financial resources.

EXERCISE

Objective: Develop, design and conduct one exercise for the Virginia Emergency Response Team and the Virginia EOC.

Implementation Steps

- Develop, design and conduct the annual statewide exercise on response to a large-scale disaster including, but not limited to, electrical power outages.
- Develop, design and conduct exercises to demonstrate the preparedness system and the effectiveness and efficiency of the COVEOP and the Virginia EOC's Standard Operating Procedures.
- Conduct evaluation, identify gaps, and generate an after action report. Distribute these materials as well as a corrective action review and improvement plan to appropriate stakeholders.

Objective: Develop, design, conduct and evaluate a statewide comprehensive CBRNE and all-hazards regional exercise program.

Implementation Steps

- Manage the HSEEP – Regional Capability Project. The following management considerations will be addressed:
 - Annually design and develop a minimum of one discussion-based exercise (seminar, workshop, tabletop exercise or game) for each emergency management region).
 - Annually design and develop a minimum of one operations-based exercise (drill, functional or full-scale exercise) for each emergency management region.
 - Actively recruit, assign and train evaluators to observe, collect and analyze data from exercises conducted.
 - Prepare and finalize after action reports for all exercises conducted.
 - Revise program as needed based on after action reports and lessons learned.
 - Provide technical assistance to local governments as required.

Goal 10: Enhance Critical Infrastructure and Key Resources protection and resiliency to ensure that government missions, state services, and economic functions are maintained.

LINKAGES

National Priority: Implement the National Infrastructure Protection Plan

Target Capabilities: Critical Infrastructure Protection

PLAN

Objective: Implement the Virginia Critical Infrastructure Protection and Resiliency Strategic Plan (VCIPRSP).

Implementation Steps

- Complete initial development of 18 state sector specific agency plans in 2009. These plans will include, but will not be limited to, the following information:
 - Sector profile and goals, emphasizing linkages/dependencies related to cyber (i.e. information technology)
 - Identification of assets, systems, networks and functions
 - Risk assessments
 - Prioritization of infrastructure
 - Protective programs
 - Measurements of progress
 - CIKR protection and research and development
 - Sector management
- Establish a sector coordinating committee comprised of state, local and private sector representatives.

Objective: Develop state metrics to measure progress and to assess effectiveness of the state CIKR protection program.

Implementation Steps

- Metrics are developed at sector level in accordance with the VCIPRSP.
- Sector specific plans reflect the VCIPRSP and national goals/metrics

ORGANIZE

Objective: Enhance the resiliency of significant CIKR within the Commonwealth.

Implementation Steps

- Identify dependencies and interdependencies between sectors.
- Encourage collaboration through the sector specific plans.
- Invest appropriate resources to reduce vulnerability.

EQUIP

Objective: Build new and expand current capability to deploy and sustain core CIKR programs.

Implementation Steps

- Implement the DHS NIPP through the VCIPRSP.
- Continue development and training related to the Automated Critical Asset Management System for public and private sector partners.
- Engage with DHS Risk Integration Branch to expand tier system to state level CIKR and integrate national tier system into state system.
- Update NCR First Responder Authentication Card Program and commence First Responder Authentication Card issuance to Hampton Roads (and other areas as resources permit).

TRAIN

Objective: Conduct statewide outreach in education on the state CIKR program and the VCIPRSP.

Implement Steps

- Train state, local and private sector representatives on the Commonwealth methodology and standards for CIKR.
- Continue CIKR training and outreach with follow-up efforts to develop and integrate the state sector specific plans that represent the 19 CIKR sectors.

EXERCISE

Objective: Participate annually in NIMS-compliant exercises conducted as part of the Commonwealth's HSEEP – Regional Capability Project.

Implementation Steps

- Develop exercise goals and objectives.
- Develop scenarios to test existing plans and fulfill exercise goals and objectives.
- Identify resources needed to conduct regional exercises.
- Conduct first regional exercise by 12/31/2010.
- Evaluate exercises and address shortfalls and issues identified.
- Revise plan based on after action reports and lessons learned.
- Develop “red teaming” exercises in accordance with the Commonwealth's HSEEP.

Goal 11: Continue promoting National Incident Management System compliance for homeland security initiatives in the Commonwealth of Virginia.

LINKAGES

National Priority: Expand regional collaboration; Implement the National Incident Management System and the National Response Framework; Strengthen information sharing and collaboration capabilities

Target Capabilities: Planning; Public Safety and Security; Community Preparedness and Participation; Information Gathering and Recognition of Indicators and Warning; Intelligence Analysis and Production; Information Sharing and Dissemination; Law Enforcement Investigation and Operations

PLAN

Objective: All emergency plans and procedures shall be revised (and any new plans shall be developed) in accordance with the NIMS, the NRF and the National Preparedness Goals.

Implementation Steps

- Conduct an annual review of the COVEOP, the Virginia EOC's Standard Operating Procedures and other subordinate plans used by all appropriate departments and agencies to ensure consistency with federal guidelines.
- Annually test and evaluate the ability of local, state, federal and private organizations to operate in a unified and coordinated manner under NIMS and in accordance with the NRF, COVEOP, local emergency operations plans and other relevant federal, state and local plans.
- Continue to adhere to the Governor of Virginia's Executive Order Number 102 (2005) for the use of the NIMS and the National Preparedness Goals by localities and state agencies in all preparedness activities (including but not limited to protection, prevention, response, recovery and mitigation efforts).
- Annually use the NIMS Compliance Assistance Support Tool (NIMSCAST) as the web-based, comprehensive self-assessment instrument for the Commonwealth to evaluate and report the achievement of all NIMS implementation activities released since 2004.

ORGANIZE

Objective: Promote the participation of the private sector and non-government organizations (NGOs) in NIMS-compliant planning, training and exercises.

Implementation Steps

- Identify relevant private sector expectations for NIMS implementation by:
 - Identifying existing programs or guidelines in the private/NGO sector.

- Comparing public and private sector guidelines.
- Identifying ways to bridge gaps between public and private systems and implement solutions.
- Including private/NGO stakeholders in semi-annual reviews and development.
- Leveraging existing groups for the NIMS outreach and education.
- Provide yearly training in NIMS to meet the education and training needs of personnel from private/NGO, private industry and volunteer groups. This training will meet both geographical and scheduling requirements to maintain compliance with DHS and other federal mandates using the limited human, physical and financial resources.

Objective: Include public sector partners in planning, training and exercise related activities to support the continued implementation of the NIMS.

Implementation Steps

- Annually identify gaps that exist in the public sector with the NIMS implementation to include schools, social services, public works and other non-first responder agencies.
- Identify existing programs or guidelines in the public sector.
- Compare this information with private/NGO sector guidelines.
- Semi-annually include public stakeholders in review and development of NIMS planning.
- Form partnerships with state and local agencies to align NIMS and ICS training opportunities for all responders.
- Market NIMS and NRF awareness programs providing the latest compliance information and updates.
- Annually conduct state and regional level improvement planning workshops to identify gaps and identify training and exercises that are needed to implement priorities.
- Conduct subordinate NIMS workshops/seminars to provide training partners with the latest course materials, training methodologies and compliance mandates.
- Continually leverage the CPWG and its existing Training and Exercise Subcommittee for NIMS outreach, education and training.

EQUIP

Objective: Identify, acquire and update resources necessary to maintain and expand training and exercise programs across the Commonwealth.

Implementation Steps

- Annually identify and provide qualified instructors, exercise evaluators/controllers, materials, adequate facilities and equipment to support the education and training needs of responders.
- Annually monitor and validate state and federal training and exercise standards and compliance requirements.

TRAIN

Objective: Annually provide training for NIMS, terrorism awareness, weapons of mass destruction and other emergency management subjects to meet the education and training needs of personnel from local governments, state agencies, private industry and volunteer groups.

Implementation Steps

- Continue to implement, expand and strengthen NIMS/ICS training opportunities for responders, agencies, public safety entities and communities across the Commonwealth.
- In 2009, use the Commonwealth Knowledge Center (Learning Management System) for state and non-state employees to schedule, market and support the training needs of public and private partners.
- Continue to implement the NIMS Five-Year Training Plan which defines the NIMS core competencies, training courses and personnel qualifications as part of the national training program.

EXERCISE

Objective: Develop, design and conduct one exercise for the Virginia Emergency Response Team and the Virginia EOC.

Implementations Steps

- Develop, design and conduct the annual statewide exercise for response to a large-scale disaster including, but not limited to, electrical power outages.
- Develop, design and conduct exercises to demonstrate the preparedness system and the effectiveness and efficiency of the COVEOP and the Virginia EOC's Standard Operating Procedures.
- Conduct evaluation, identify gaps and generate an after action report. Distribute these materials as well as a corrective action review and improvement plan to appropriate stakeholders.
- Develop, design and conduct two exercises per year for each emergency management region, incorporating state and local capabilities, in accordance with the Multi-Year Exercise Plan.

Goal 12: Continue development and enhancements of mass care capability to facilitate statewide preparedness and response for all-hazard events.

LINKAGES

National Priority: Expand Regional Collaboration; Strengthen Information Sharing and Collaboration Capabilities; Implement the National Incident Management System and National Response Framework; and Strengthen Planning and Citizen Preparedness Capabilities.

Target Capabilities: Planning; Mass Care (Sheltering, Feeding and Related Services); Information Sharing and Dissemination; Community Preparedness and Participation; and Critical Resource Logistics and Distribution.

PLAN

Objective: Develop and update site-specific plans, letters of agreement and standard operating procedures for each identified human and pet shelter managed by the state.

Implementation Steps

- Develop timeline for deliverables and complete onsite assessments of pre-identified shelter facilities.
- Ensure shelter facilities are accessible and special needs considerations are fully incorporated into all shelter plans.
- Prepare and distribute letters of agreement for signature by all stakeholders.
- Identify resource and staffing needs for each shelter site (including caregivers, translators, interpreters and other staff necessary to assist individuals with special needs).
- Create staffing plans and publish assignments.
- Prepare and coordinate the NIMS and shelter training schedules for staff.
- Update and enhance COOP plans for all state agencies.
- Annually review all plans and standard operating procedures, incorporating lessons learned and best practices.
- Coordinate integration of these site-specific plans into the state shelter plan and the COVEOP.

Objective: Develop the Communications Resourcing Plan for each human and pet shelter site in coordination with key stakeholders and in compliance with NIMS.

Implementation Steps

- Identify needs, capabilities and gaps.
- Identify communications equipment resources that should be procured in compliance with NIMS (including equipment needed to communicate with individuals who are deaf, blind, or non-English speaking).

Objective: Continue to develop comprehensive emergency management and mass care plans for special needs populations

Implementation Steps

- Share definitions. Special “social” needs refers to general population individuals whose need for assistance during evacuation and sheltering includes, but is not limited to, transportation or communication. Special “medical” needs population are those individuals who need assistance during evacuation and sheltering due to physical, mental or sensory disabilities that go beyond the basic first aid available in general population shelters. This individual is unable to make sheltering arrangements on his/her own and is not acutely ill and has one or more medical and/or psychiatric condition that require a level of medical care or assistance that exceeds what a general shelter is able to provide. The special medical needs shelters should be considered the last available option for shelterees and are intended to maintain the current level of health, safety and welfare of medically dependent individuals that are not acutely ill and do not require hospitalization.
- Encourage local governments to adopt definition to ensure uniformity and consistency in statewide planning.
- Conduct an assessment of special needs populations throughout the Commonwealth and, as appropriate, assist local jurisdictions in the development of special needs registries.
- Assess and update notification and warning messages in accessible formats.
- Collaborate with stakeholders to ensure shelter facilities are in compliance with Americans with Disabilities Act.
- Develop comprehensive list of resources to provide for individuals with special needs in each shelter.

ORGANIZE

Objective: Coordinate local shelter and evacuation transportation with state emergency evacuation plans to facilitate movement of humans, service animals and pets from affected communities to shelter sites.

Implementation Steps

- Assess sheltering and transportation capabilities and gaps.
- Identify stakeholders (including public, private and non-profit partners) and establish work groups.
- Outline requirements for the state-managed shelter program and review local planning efforts.
- Contribute to outreach campaigns to ensure citizen preparedness (including special needs populations).
- Encourage host shelter agreements between localities regionally and statewide.
- Prepare reports and updates to the COVEOP.

Objective: Expand collaboration with stakeholders including, but not limited to, state, local and private sector entities and promote mutual understanding of expectations, roles and responsibilities.

Implementation Steps

- Provide an all-hazards outline of communication steps that will be taken in the event of an emergency.
- Develop a site-specific communications plan to notify shelter support personnel and other stakeholders.
- Incorporate notification and communications into training and exercise programs.

EQUIP

Objective: Continue development of personnel resources to staff human and pet shelter operations.

Implementation Steps

- Identify stakeholders and essential personnel and activities (including veterinarians).
- Assess resources and identify gaps.
- Identify shelter teams and notify shelter sites.
- Develop, maintain and distribute emergency contacts and essential personnel contact information required for the operation of evacuation and shelter plans.

Objective: Identify and procure commodities and supplies, interoperable communications equipment and rapid registration software and hardware equipment to support human and pet shelter operations.

Implementation Steps

- Establish a priority list of resources required to support transfer process and shelter sites.
- Prioritize transfer and shelter sites based on potential all-hazards scenarios.
- Determine the minimum quantity and type of resource needed to support the most likely all-hazards scenario for each site.
- Assess the feasibility of sharing resources.
- Identify resource suppliers, establish Memorandum of Agreements (MOA) and determine procurement procedures.

Objective: Identify and procure services to include retrofit projects and computer aided-drawing (CAD) space allocations to enhance human and pet shelter capacity and capability.

Implementation Steps

- Secure contractor to prepare retrofit study of sites determined viable as shelters.
- Analyze study, assess funding requirements and establish MOAs with selected sites to conduct retrofit.
- Prepare CAD layouts for space utilization.

Objective: Increase human and pet shelter capacity along identified evacuation routes through identification and assessment of additional facilities owned or leased by state government, local government and private non-profit organizations.

Implementation Steps

- Define requirements for shelter sites (including accessibility) and revise as necessary.
- Partner with public and private entities to identify large capacity facilities that meet the shelter requirements.
- Assess the sites to determine viability.
- Develop MOUs as needed.
- Include the sites in the retrofit study.

TRAIN

Objective: Develop and implement training program for stakeholders throughout the Commonwealth by Sept 30, 2010.

Implementation Steps

- Assess shelter staff, institution support staff, volunteer level of training and identify gaps.
- Design, provide and coordinate training programs for shelter staff and stakeholders and include relevant training related to sheltering a diverse population, including individuals with special needs.
- Conduct on-site visits with shelter staff and stakeholders to evaluate training and organizational needs.
- Provide general training, on-site and/or offsite for shelter staff in preparation for the VERTEX exercise and/or institution exercise.

EXERCISE

Objective: Participate annually in the VERTEX Series.

Implementation Steps

- Develop Master Scenario Events List for evacuation and shelter incidents for insertion in the VERTEX exercise plan and incorporate into training programs.
- Identify exercise participants and stakeholders at the Commonwealth, regional and local level.
- Include individuals with special needs in exercise planning and execution.
- Conduct evaluation, identify gaps, generate after action/corrective action review and develop improvement plans. Distribute all materials to the appropriate stakeholders.

Goal 13: Continue to enhance catastrophic evacuation and reentry planning (leveraging and continuing the efforts of Hampton Roads and the National Capital Region).

LINKAGES

National Priority: Strengthen Planning and Citizen Preparedness Capabilities

Target Capabilities: Community Preparedness and Participation, Mass Care

PLAN

Objective: Review and convert current evacuation plans with a hazard-specific emphasis to include all-hazard applications.

Implementation Steps

- Review existing evacuation plans and merge uniform/similar all-hazard functions into a single plan template.
- Include all state agencies with key roles and expand evacuation planning to other key areas, i.e. Route 58.
- Continue to identify and develop evacuation sheltering capabilities and capacities.
- Continue public education regarding evacuation plans, procedures, self preparedness responsibilities, pets and clearance time concept.

Objective: Develop an All-Hazards Commonwealth Evacuation Plan, leveraging the Virginia Hurricane Evacuation Plan.

Implementation Steps

- Develop a training and exercise schedule to test and revise the plan.
- Conduct an annual lane reversal exercise.
- Incorporate evacuation into the VERTEX series.

Objective: Develop a statewide Reentry Plan for the Commonwealth.

Implementation Steps

- Review and enhance current Reentry Plans and/or planning guidelines for all-hazard applications.
- Develop public education strategy for reentry notification.
- Identify level of resources required for reentry.

ORGANIZE

Objective: Continue evacuation planning and coordination of actions through the establishment of an evacuation working group.

Implementation Steps

- Establish an evacuation working group composed of CPWG members and others as appropriate, leveraging the work of the hurricane evacuation working group.
- Evacuation working group will develop recommendations for SCP consideration and agency action.

Objective: Establish a reentry working group.

Implementation Steps

- Identify stakeholders and establish a reentry working group composed of the CPWG members and others as appropriate, leveraging the work of the evacuation working group.
- Reentry working group will develop recommendations for SCP consideration and agency action.
- Review work to date and develop a Commonwealth Reentry Plan.

EQUIP

Objective: Identify resources required to implement an evacuation.

Implementation Steps

- Develop a scalable resource list that can be applied to all-hazard events.
- Determine availability and accessibility of required resources and identify any resource gaps.

TRAIN

Objective: Develop a training plan to prepare stakeholders for their roles in executing the Commonwealth Evacuation Plan.

Implementation Steps

- Stakeholders will develop internal training plans for key personnel in the execution of the Commonwealth Evacuation Plan.

EXERCISE

Objective: Incorporate elements/components of the Commonwealth Evacuation Plan into annually conducted exercises.

Implementation Steps

- Continue to exercise appropriate portions of the plan, as feasible, including lane reversal and traffic control portions annually.
- Determine the scope and feasibility of a large-scale evacuation exercise.
- Revise plan based on after action reports and lessons learned.

Goal 14: Enhance ability to inform citizens prior to and during times of emergency.

LINKAGES

National Priority: Strengthen Communications Capabilities

Target capabilities: Emergency Public Information & Warning; Community Preparedness & Participation

PLAN

Objective: Ensure incorporation of emergency public information and warning procedures into local and state emergency operations plans.

Implementation Steps

- Review existing local and state emergency public information and warning plans, ensuring a focus on modes of delivery, messaging, Joint Information Center (JIC) operations, and working within the Joint Information System structure.
- Review Local Capability Assessment for Readiness (LCAR) reports to determine capabilities at local level.
- Ensure individuals with special needs (and accessible communications formats) are fully integrated into all plans.
- Update plans as necessary.

ORGANIZE

Objective: Enhance ability to communicate with special needs populations prior to and during emergencies

Implementation Steps

- Prior to emergencies, launch public information campaigns to individuals with special needs (providing information on personal preparedness, shelter sites, transportation assistance, etc.).
- Leverage relationships with local media (television, radio, internet, etc.) to enhance communication with special needs populations during emergencies.
- Develop and plan for additional methods to reach special needs individuals, including but not limited to, phone trees, outdoor alerts and door-to-door notifications.
- Automated citizen alert systems have capability to reach teletypewriters (TTY) users.
- Ensure compliance with FCC rules and other federal regulations.
- Identify populations within the community that are non-English speaking (or with limited English proficiency), identifying mechanisms to reach these populations as well as any potential cultural considerations.
- Develop pre-scripted messages to communicate with specific special needs populations during an emergency.

EQUIP

Objective: Enhance system capabilities for communicating emergency information.

Implementation Steps

- Continue implementation and enhancement of public alerting systems.
- Continue expansion of Emergency Management Net to localities and consider compatibility with NCR system.
- Enhance the state Emergency Alert System (EAS) Plan to include new technologies and procedures.
- Enhance coordination with state and local departments of transportation on situational awareness (i.e., 5-1-1, dynamic messaging, 2-1-1 Virginia).
- Develop partnerships with groups that can help spread warning messages.

TRAIN

Objective: Increase number of public information officers who are trained to communicate effectively with the public during emergencies.

Implementation Steps

- Continue providing effective public information officer training to support state and local efforts.
- Offer JIC (and Joint Information System) training to support state and local efforts (including training regarding message development and release protocols as well as communications between the Public Information Officers (PIO) and the EOC).

EXERCISE

Objective: Increase the level of PIO participation in local and state exercises.

Implementation Steps

- Participate in the exercise development process and provide appropriate objectives and Master Scenario Lists injects to exercise the public information component.
- Identify PIOs from state and local agencies to participate in each exercise.
- Develop injects for each exercise that specifically test the ability of PIOs to perform their roles.
- Garner feedback from PIOs after each exercise to determine ways to continue strengthening their participation.

Goal 15: Enhance inter- and intra- state collaboration to respond to natural and human-caused emergencies.

LINKAGES

National Priority: Expand Regional Collaboration

Target Capabilities: Planning; Mass Care (Sheltering, Feeding and Related Services); Information Sharing and Dissemination; and Critical Resource Logistics and Distribution; Interoperable Communications.

PLAN

Objective: Provide more emergency management planning support to local jurisdictions.

Implementation Steps

- Assign a regional emergency management planner to both regions 6 and 7 (to focus primarily on Mutual Aid Agreements, Continuity of Operations Planning, Evacuation and Sheltering Plans). These planners will also help manage the regional governance structure.
- Provide staff augmentation for all seven regions, the regional planners and emergency manager in completing jurisdictional capabilities assessment.

Objective: Develop regional disaster plans to support preparedness, response, recovery and mitigation efforts across multiple jurisdictions within Virginia and across state lines.

Implementation Steps

- Place more “central office” staff into regional offices to help regional groups identify common needs and solutions, complete surveys, and develop regional working group governance (examples include VDEM regional coordinators and VDH regional planners).
- Continue to support the Quad-State Interoperability Initiative between West Virginia, Virginia, Maryland and Pennsylvania. This multi-state and multi-jurisdiction initiative will support the development of new and improved existing continuity of operations plans for public safety communications, its critical components, networks, support systems, personnel and an appropriate level of redundant communications systems on an interstate regional basis.
- Using UASI grant funds given to Arlington County, this initiative focuses on developing a plan to establish a Family Assistance Center following disasters. Although Arlington County is the UASI grant manager, the developed plan applies to Virginia and Maryland counties and cities, as well as the District of Columbia.

ORGANIZE

Objective: Continue to improve inter- and intra-state collaboration (communication and cooperation) at the state and local levels.

Implementation Steps

- Provide a mechanism by which localities can tell OCP and VDEM which jurisdictions are already working together.
- Use this information to better locate the regional meetings, identifying if any localities are excluded, and create partnerships to encourage collaboration, planning and sharing.
- Continue to hold meetings in six or seven locations using the regional format established by the Virginia State Police or VDEM while at the same time encouraging localities to cross-jurisdictional lines and attend the meeting that works best with their natural partners.
- Continue an annual statewide “All-Hazards” conference for first responders, emergency management personnel, local government officials and other stakeholders to provide a vehicle for information sharing and networking.

EQUIP

Objective: Create a Commonwealth model, or common platform, for critical technologies.

Implementation Steps

- Develop a template and data-entry standards for the GIS System.

Objective: The Commonwealth will assist in seeking funding to provide WebEOC capacity in all localities, public utilities, appropriate private organizations (Red Cross, Volunteer Organizations Active in Disasters) to allow for regional collaboration and to provide a consistent platform among all users.

Implementation Steps

- Survey all organizations including private industry to determine needs for WebEOC.
- Provide WebEOC.

TRAIN

Objective: Establish what additional or unique requirements exist for enhancing regional inter- and intra- state collaboration to respond to natural and human-caused emergencies.

Implementation Steps

- Survey and inventory unique requirements.
- Provide appropriate training as identified.

EXERCISE

Objective: Conduct regional exercises annually that includes coordination with federal agencies, regional groups, local government and private industry, volunteer organizations and border states (as appropriate).

Implementation Steps

- Develop exercise goals and objectives.
- Develop scenarios to test and fulfill exercise goals and objectives.
- Identify resources needed to conduct regional exercises.
- Evaluate exercises and address shortfalls and issues identified.

SECTION III. EVALUATION PLAN FOR THE SECURE COMMONWEALTH STRATEGY

EVALUATION

The monitoring of the Secure Commonwealth Strategy is an ongoing process and is incorporated into the daily workflow and routines for state employees with a responsibility for all-hazard preparedness.

Virginia measures preparedness performance in a variety of ways. Each state agency is assessed annually on their state of preparedness by means of an ongoing process based upon standard data points; in addition, at least 20% of state agencies are evaluated for preparedness by an independent team annually. Overall measures of preparedness are provided to the Governor annually based upon state, regional and local readiness assessments.

Virginia conducts a wide range of exercises each year, based upon the annual VERTEX series which exercises different elements of preparedness. Exercises range from the annual Governor's cabinet preparedness exercise, to the Attorney General's annual legal preparedness exercise, to local and regional exercises. All exercises, as well as significant real events, are the subjects of HSEEP compliant after action reports and appropriate follow-up.

Based on these assessments, exercises and after action reports, the strategy will be reviewed continually and modifications implemented annually.

TERMS GLOSSARY

Business Preparedness Toolkit: A tool for businesses to help prepare for, respond to and recover from disasters. It explains types of emergencies and the problems they pose; gives information on how to prepare for them and how to recover from them; and helps put it all together in an emergency preparedness plan.

Cities Readiness Initiative (CRI): A program to aid cities in increasing their capacity to deliver medicines and medical supplies during a large-scale public health emergency such as a bioterrorism attack or a nuclear accident. This program is ongoing work to ensure readiness; it is not a response to a specific threat. The program aims to ensure that plans from all levels of government (federal, state and local) will be unified to ensure a consistent, effective and timely response to catastrophic events.

Common Operating Picture: Offers a standard overview of an incident, thereby providing incident information that enables the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions. Compiling data from multiple sources and disseminating the collaborative information. Common Operating Picture ensures that all responding entities have the same understanding and awareness of incident status and information when conducting operations.

Commonwealth's Link to Interoperable Communications (COMLINC): A system that will interface with the Statewide Agencies Radio System network and enable communications between local and state agencies by eliminating the roadblocks imposed by these incompatible radio systems that exist today. COMLINC will allow the Commonwealth to leverage existing investments in communication infrastructure by using voice over internet protocol technology to attain interoperable communications between localities, regions and state agencies.

Commonwealth of Virginia Emergency Operations Plan (COVEOP): The Emergency Operations Plan describes the state's approach to all-hazards response and the concepts of response and recovery operations. The basic plan and annexes are maintained by the VDEM and other state agencies with emergency management duties and responsibilities.

Critical Infrastructure and Key Resources (CIKR): Critical infrastructure are the assets, systems, and networks, whether physical or virtual, so vital to the United States that their incapacitation or destruction would have a debilitating effect on security, national economic security, public health or safety, or any combination thereof. Key resources are publicly or privately controlled resources essential to the minimal operations of the economy and government.

Emergency Alert System (EAS): A national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service providers and, direct broadcast satellite service providers to provide the communications capability to the President to address the American public during a National emergency. The system also may be

TERMS GLOSSARY

used by state and local authorities to deliver important emergency information such as AMBER alerts and weather information targeted to a specific area.

Emergency Support Function (ESF): Provides the structure for coordinating federal interagency support for a federal response to an incident. They are mechanisms for grouping functions most frequently used to provide federal support to states and federal-to-federal support, both for declared disasters and emergencies under the Stafford Act and for non-Stafford Act incidents

- ESF #1 – Transportation
- ESF #2 – Communications
- ESF #3 – Public Works and Engineering
- ESF #4 – Firefighting
- ESF #5 – Emergency Management
- ESF #6 – Mass Care, Housing and Human Services
- ESF #7 – Resource Support
- ESF #8 – Health and Medical Services
- ESF #9 – Search and Rescue
- ESF #10 – Oil and Hazardous Materials Response
- ESF #11 – Agriculture and Natural Resources
- ESF #12 – Energy
- ESF #13 – Public Safety and Security
- ESF #14 – Long-Term Community Recovery
- ESF #15 – External Affairs

Homeland Security Exercise and Evaluation Program (HSEEP): Department of Homeland Security mandated program that provides effective exercise program support and guidance and serves as a national model for implementation at the state and local levels.

Joint Information Center (JIC): A temporary organization established during emergency events that provides response agencies with a means to pool communication resources and ensure that consistent and accurate information is released as quickly as possible to the general public and news media.

Local Capability Assessment for Readiness (LCAR): A 13 component self assessment tool that measures emergency management functions at the local government level.

National Capital Region (NCR): A common term for the region or district surrounding the capital city. The NCR includes the District of Columbia, Prince George's County and Montgomery County of Maryland, and the Commonwealth of Virginia localities of the City of Alexandria, City of Arlington, City of Fairfax, Fairfax County, City of Falls Church, Loudoun

TERMS GLOSSARY

County, City of Manassas, City of Manassas Park, and Prince William County. The NCR Office oversees and coordinates federal programs for state, local and regional authorities in the area. Responsibilities include: coordinating department activities relating to the National Capital Region, coordinating plans to ensure adequate planning, information sharing, training, and execution of domestic preparedness activities in the region and assessing and advocating for needed resources.

National Incident Management System (NIMS): Department of Homeland Security mandated program that provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life and property and harm to the environment. NIMS provides the template for the management of incidents.

National Priorities: To help correctly balance the potential threat of major events with the requisite resources to prevent, respond to, and recover from them, the National Preparedness Goal also includes seven national priorities. The national priorities were developed after a review of national strategies, directives, DHS objectives and priorities, and state homeland security strategies.

National Response Framework (NRF): Department of Homeland Security guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations and the private sector. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

Ready Virginia: A statewide public education effort to prepare Virginians for all hazards, including natural disasters and potential terrorist attacks.

Statewide Mutual Aid (SMA): When disaster strikes, localities need all the help they can get to deal with the emergency. Under the Virginia Statewide Mutual Aid compact, cities and counties can seek additional resources from member communities to strengthen their response and recovery efforts.

Target Capabilities List (TCL): Supports the National Preparedness Guidelines (previously the National Preparedness Goal) by providing guidance on the specific capabilities and levels of capability that federal, state, local, tribal and non-governmental entities should develop and maintain in order to ensure readiness for all-hazards. The list provides references and baseline information for 37 capabilities across the prevention, protection, response and hazard mitigation areas.

TERMS GLOSSARY

TrainingFinder Real-Time Affiliate Integrated Network (TRAIN): The premier learning resource for professionals who protect the public's health.

U.S. Department of Homeland Security (DHS): DHS is a Cabinet department of the United States federal government with the responsibility of protecting the territory of the U.S. from terrorist attacks and responding to natural disasters.

Urban Area Security Initiative (UASI): Designed to set a strategic direction for the enhancement of regional response capability and capacity. UASI's mission is to reduce area vulnerability and prevent terrorism and/or weapons of mass destruction incidents.

Zoonotic Diseases: Diseases caused by infectious agents that can be transmitted between (or are shared by) animals and humans.

ACRONYMS GLOSSARY

CAD:	Computer Aided-Drawing
CBRNE:	Chemical, Biological, Radiological, Nuclear and Explosive
CIKR:	Critical Infrastructure and Key Resources
CMIS:	Crisis Management Information System
COVEOP:	Commonwealth of Virginia Emergency Operations Plan
COMLINC:	Commonwealth's Link to Interoperable Communications
COOP:	Continuity of Operations
CPWG:	Commonwealth Preparedness Working Group
CRI:	Cities Readiness Initiative
DHS:	Department of Homeland Security
EAS:	Emergency Alert System
EMAC:	Emergency Management Assistant Compact
EMS:	Emergency Medical Services
EOC:	Emergency Operations Center
EPR:	Emergency Preparedness and Response
ESF:	Emergency Support Function
FCC:	Federal Communications Commission
GIS:	Geographic Information System
HSEEP:	Homeland Security Exercise and Evaluation Program
ICS:	Incident Command System
IAT:	Initiative Action Team
JIC:	Joint Information Center
LCAR:	Local Capability Assessment for Readiness
LHD:	Local Healthcare District
MOA:	Memorandum of Agreement
NACCHO:	National Association of County and City Health Officials
NCR:	National Capital Region
NIMS:	National Incident Management System

ACRONYMS GLOSSARY

NIPP:	National Infrastructure Protection Plan
NRF:	National Response Framework
NIMSCAST:	NIMS Compliance Assistance Support Tool
NGO:	Non-Government Organization
OCP:	Office of Commonwealth Preparedness
PPHR:	Project Public Health Ready
PIO:	Public Information Officers
RDSIP:	Rapid Deployment Solutions Interoperability Project
RPAC:	Regional Preparedness Advisory Committee
RPAC-I:	Regional Preparedness Advisory Committee for Interoperability
SCP:	Secure Commonwealth Panel
SIEC:	State Interoperability Executive Committee
SMA:	Statewide Mutual Aid
TCL:	Target Capabilities List
TTY:	Teletypewriters
TRAIN:	TrainingFinder Real-Time Affiliate Integrated Network
DHS:	Department of Homeland Security
UASI:	Urban Area Security Initiative
VCIPRSP:	Virginia Critical Infrastructure Protection and Resiliency Strategic Plan
VDEM:	Virginia Department of Emergency Management
VDH:	Virginia Department of Health
VERTEX:	Virginia Emergency Response Team Exercise
VMAC:	Virginia Military Advisory Council
VOPEX:	Virginia Operations Plan Exercise (nuclear power stations)

NATIONAL PRIORITIES

Overarching Priorities

- *Implement the National Incident Management System and National Response Plan:* Implement the National Incident Management System and National Response Plan nation-wide.
- *Expanded Regional Collaboration:* Strengthen regionally-based preparedness by focusing our finite resources on expanded regional collaboration centered on urban areas with the greatest density of population, critical infrastructure, and other significant risk factors.
- *Implement the Interim National Infrastructure Protection Plan:* Strengthen capabilities to protect high-traffic borders, ports, public transit systems, and other high priority critical infrastructure outside the areas of expanded regional collaboration centered on urban areas.

Capability-Specific Priorities

- *Strengthen Information Sharing and Collaboration Capabilities:* Establishing prevention frameworks based on expanded regional collaboration that are linked in a national network will facilitate efforts to achieve information sharing and collaboration capabilities.
- *Strengthen Interoperable Communications Capabilities:* Achieve interoperability not only in terms of communications, but also in the broad ability of systems and organizations to provide service and to accept service from one another across jurisdiction lines, enabling them to operate effectively together.
- *Strengthen Chemical, Biological, Radiological, Nuclear, and Explosive Detection, Response and Decontamination Capabilities:* Strengthen national capabilities to prevent and deter acts of terrorism
- *Strengthen Medical Surge and Mass Prophylaxis Capabilities:* Establish emergency-ready public health and healthcare entities across the Nation.

TARGET CAPABILITIES LIST

Common Capabilities

- Planning
- Communications
- Community Preparedness and Participation
- Risk Management
- Intelligence and Information Sharing and Dissemination

Prevent Mission Capabilities

- Information Gathering and Recognition of Indicators and Warning
- Intelligence Analysis and Production
- Counter-Terror Investigation and Law Enforcement
- CBRNE Detection

Protect Mission Capabilities

- Critical Infrastructure Protection
- Food and Agriculture Safety and Defense
- Epidemiological Surveillance and Investigation
- Laboratory Testing

Respond Mission Capabilities

- On-Site Incident Management
- Emergency Operations Center Management
- Critical Resource Logistics and Distribution
- Volunteer Management and Donations
- Responder Safety and Health
- Emergency Public Safety and Security
- Animal Disease Emergency Support
- Environmental Health
- Explosive Device Response Operations
- Fire Incident Response Support
- Weapons of Mass Destruction and Hazardous Materials Response and Decontamination
- Citizen Evacuation and Shelter-in-Place
- Isolation and Quarantine
- Search and Rescue (Land-Based)
- Emergency Public Information and Warning
- Emergency Triage and Pre-Hospital Treatment
- Medical Surge
- Medical Supplies Management and Distribution
- Mass Prophylaxis
- Mass Care (Sheltering, Feeding and Related Services)
- Fatality Management

TARGET CAPABILITIES LIST

Recover Mission Capabilities

- Structural Damage Assessment
- Restoration of Lifelines
- Economic and Community Recovery